DOCUMENT RESUME

ED 314 990 HE 023 156

AUTHOR Conger, Jay A.
TITLE The Charismatic Leader. Behind the Mystique of Exceptional Leadership.
REPORT NO ISBN-1-55542-171-7
PUB DATE 89
NOTE 231p.
AVAILABLE FROM Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104 ($20.95).
PUB TYPE Books (010) -- Reports - Research/Technical (143)

EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS *Administrator Effectiveness; *Business Administration; Career Development; *Change Strategies; Creativity; Educational Change; Higher Education; Improvement; Institutional Survival; Leaders; Leadership; *Leadership Qualities; *Organizational Change; Personality Traits; Risk
IDENTIFIERS *Charisma

ABSTRACT

A systematic understanding of how various behavioral components (vision, articulation skills, empowerment, unconventionality, and risk-taking) work together to set apart certain individuals as charismatic leaders is presented. Using illustrations from the careers of charismatic leaders, including Steve Jobs, Lee Iacocca, Mary Kay, John DeLorean, and Ross Perot, the techniques used to motivate others to perform are described. How the charismatic leader's qualities of creativity, inspiration, unconventionality, and risk-taking can help bring about change in organizations damaged by long periods of inertia is discussed. Nine chapters have the following titles: (1) "Two Faces of the Charismatic Leader"; (2) "What Makes the Charismatic Difference"; (3) "Seeing beyond the Current Realities"; (4) "Communicating a Vision that Inspires"; (5) "Building Impressions of Trustworthiness and Expertise"; (6) "Empowering Others to Achieve the Dream"; (7) "Encouraging Extraordinary Commitment in Followers"; (8) "The Dark Side of the Charismatic Leader"; and (9) "Developing Exceptional Leadership in Organizations". An appendix provides information on the research design and methodology of a 1985 study of charismatic leaders. Contains approximately 200 references. (SM)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****